

Segment

P58: Heritage Heights

Singles and families with modest incomes living settled lives in urban apartments

Resource: Mosaic by Experian.

Religious Experience in a Nutshell

Religious perspective: *God is good, and life will get better*

Common Spiritual Issues: *Feelings of loneliness, anxieties about displacement and abandonment*

Potential Influence

Lifestyle Compatibility	Family Group P Cultural Connections	Frequent Neighbors
H26 Progressive Potpourri	P56 Mid-Scale Medley	G25 Status Seeking Singles
O52 Urban Ambition	P57 Modest Metro Means	K39 Metro Fusion
R67 Hope for Tomorrow	P58 Heritage Heights	I32 Steadfast Conventionalists
	P59 Expanding Horizons	O54 Striving Single Scene
	P60 Striving Forward	
	P61 Humble Beginnings	

General Comments

Faith and church are very important for *Heritage Heights*. It is a key element in their identity, and part of the routine of daily living. It provides continuity with their country of origin. Personal and household spiritual life (spiritual images in the home, routines for prayer or rosary, and behavioral norms taught to children) blend readily into regular church attendance. The church is a center for socializing and education, and provides strength and hope for their new life in America.

They will usually commit to local churches or parishes of the same tradition from their upbringing at home (mostly Roman Catholic). They prefer worship structure, style, symbols, and programs, to be very similar to worship back home. They want to be able to talk with their priest or pastor, and participate in church programs, in their primary language ... although they do want to practice their English in a tolerant atmosphere. Churches tend to be economically liberal, with an entrepreneurial spirit and toleration of other cultures and traditions. However, they also tend to be socially conservative about family, parenting, sexuality, and faith.

General Comments

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

How do I, as a leader, perceive the spiritual expectations of people in our community?

How can we, as a board, research and understand our community better?

How can we, as a church, build closer relationships with this lifestyle segment?

Color Key

High Priority

Medium Priority

Low Priority

Leadership Preferences

Resource: *Spiritual Leadership* by Thomas Bandy (Abingdon Press)

THE CONSTANT LEADERS		THE ORGANIC LEADERS		THE EXTREME LEADERS	
	Caregiver		Discipler		Visionary
x	Enabler		Guru		Mentor
x	CEO				Pilgrim

Heritage Heights look for pastors or priests who offer strong personal support to individuals and families. They are sensitive to the life cycles of birth, adolescence, adulthood, and death and are very intentional about all sacramental acts. They are frequently counselors and advisors. Pastors or priests do not need to be a great preachers or expert teachers, but are good communicators person-to-person or leader-to-group. They are role models for spiritual life and moral behavior. They often get extra training to understand the legal and social stresses for new immigrants, and may be an advocate to support the rights of members congregational and community members.

These churches may be relatively small or medium-sized, but surprisingly complex. The pastor or priest needs to have strong administrative and fund-raising skills. They manage various programs or non-profit agencies that are hosted or directed by the church, and they maintain strong networks with the church hierarchy and social services. The bottom line, however, is that the pastor or priest has a big heart, and clear empathy, for the people in the neighborhood.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

How would you describe your pastor now?

How might your pastor adapt to be more empathic in the future?

How can you equip, train, and/or support your pastor in any transition?

Hospitality Preferences

Resource: *Worship Ways* by Thomas Bandy and Lucinda Holmes (Abingdon Press)

TRADITIONAL		MODERN		POSTMODERN	
x	The Basics	x	Multiple Choices		Take-Out
			Healthy Choices		

Church attendance is a priority for *Heritage Heights*. They may have to adjust for shift work and multiple part time jobs, but sometime over the weekend they will worship. People in this segment are very frugal. However, they like to look good and appear successful. Therefore, they usually come to worship in their best clothes, and greeters should welcome them with warmth and also respect. They want to honor God, and they deserve to be honored in turn.

What extra money they have is often spent to indulge children. Pay careful attention to security, and make sure the church can guarantee the safety of children of any age. Nursery and pre-school ministries should provide healthy and safe environments, and served by well trained staff and volunteers. Greeters should be sensitive and helpful with young children, pregnant women, people with injuries or disabilities, and the elderly.

People are apt to come early and stay late, so refreshments must be provided before, during, and after Sunday school and worship. Hospitality teams should circulate throughout Sunday morning. They are deployed from a Welcome Center that distributes information about church events and community networks. Refreshments can be basic, but make sure there is plenty of it. Supplement bulk food supplies with specialties from their homeland. Many live on fast food, so try to offer nutritional supplements. Give away the leftovers for people to take home.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

How would you describe your hospitality ministries now?

How should hospitality ministries change to be more relevant to this lifestyle segment?

What additional training do greeters, ushers, and servers need to be more empathic?

Worship Preferences

Resource: *Worship Ways* by Thomas Bandy and Lucinda Holmes (Abingdon Press)

TRADITIONAL		MODERN		POSTMODERN	
	Care-giving Worship	x	Inspirational Worship		Mission-Connectional Worship
	Educational Worship	x	Transformational Worship		Coaching Worship
	Healing Worship				

Heritage Heights worship as a family, although young children will probably leave worship for a Sunday school or children's activity. Since many in this segment are Roman Catholic, a traditional Mass will be celebrated. However, the Mass tends to be quite intimate and personal. Different Masses (or worship services) over the weekend may be less formal, and might aim at different generations. They pass the peace with great familiarity. The prayers tend to emphasize personal intercessions for family and extended family, here and back home. People like to make eye contact with the priest as they partake of the sacrament, and the priest blesses children by name.

Worship is intended to communicate strength and hope. People want to leave with light hearts and optimistic attitudes. Music is often traditional and even old fashioned (in the way of their homeland). Occasionally it may be more upbeat with more contemporary Spanish rhythms. Special music may be provided by an ensemble with ethnic instruments and style. Ushers, liturgists, and musicians need not be experts, but they should be sincere and clearly give their best effort.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

How would you describe your worship service(s) now?

How should you customize one or more worship services to be relevant to this segment?

What additional training do preachers, musicians, readers need to meet expectations?

Education Preferences

Resource: See, Know, and Serve by Thomas Bandy (Abingdon Press)

FORM		CONTENT		GROUPING	
	Curricular		Biblical	x	Generational
	Experiential		Topical		Peer Group

Children's Sunday school is important for *Heritage Heights*. It intentionally supplements the religious customs and training that is done at home, and it also provides cultural continuity with the homeland. Children are usually gathered by age, and the diversity of classes may vary from year to year. Some printed resource approved by the church is used. These are often recycled over the years, and may be supplemented by the creativity and crafts of teachers. Volunteer teachers are often mothers and grandmothers, and one generation tends to apprentice the next rather than relying on formal training. The content usually focuses on a blend of Bible stories and doctrinal education (rather than contemporary issues).

Adult Sunday school may be more challenging to sustain. There may be adult Bible studies, and classes may form for short periods around a particularly urgent topic (like immigration issues, parenting, family finances, etc.) Adult education may be specifically targeted to those chosen for lay leadership in the church and include training to bring the elements of Holy Communion to hospitals and shut-ins or set church policy. Adult education classes may be intentionally conducted in English so that people can perfect the language by reading familiar devotional or Bible texts.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

How would you describe children, youth, and adult education in your church now?

How would education strategies need to change to be relevant to this lifestyle segment?

What changes in leadership selection and training would make education more effective?

Small Group Preferences

Resource: See, Know, and Serve by Thomas Bandy (Abingdon Press)

LEADERSHIP		CONTENT	
	Trained Leaders		Curriculum Study
	Rotated Leaders	x	Shared Affinity

Heritage Heights may not readily participate in small groups. Life is a struggle and work schedules can be daunting. When adults are not working, they like to spend precious leisure time with family. Many activities are designed by a smaller team of volunteers, but involve larger groups of families for sports, trips to the zoo or park, etc. These larger activities can anticipate smaller clusters of men, women, teens, and younger children and structure these moments to include prayer, sharing life struggles and spiritual victories, and discussion of scripture or major religious festivals.

Adults may find time for midweek small groups if the affinity is urgent, the location is flexible, and the timeline is limited. Topics might include any number of family, career, health, legal, or housing issues. These are often led by an “expert” from a local social service agency or church network. They may meet at the church or some other public location, but are less likely to meet in a private home or apartment. Timelines may be limited to just 1-3 sessions.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

How would you describe the Small Group strategy in your church now?

How would Small Group strategies need to change to be relevant to this lifestyle segment?

What changes in leadership and content would make Small Groups more effective?

Outreach Preferences

Resource: Strategic Thinking by Thomas Bandy (Abingdon Press)

	PERSONAL NEED	READINESS TO VOLUNTEER
Basic Survival		X
Health and Wellness		X
Quality of Life		X
Addiction Intervention		
Interpersonal Relationships		
Human Potential	X	X
Salvation and Human Destiny		

Churches that bless *Heritage Heights* are often heavily engaged in diverse forms of outreach. These people are ambitious and want to get ahead, but struggle with low educations and poor training. Therefore, they appreciate any outreach that encourages personal development. Continuing education that builds life skills, or expands work capabilities and helps people get ahead are welcome. Programs for English as a Second Language (ESL) are common. Churches may provide tutoring to complete High School diplomas. Churches may build partnerships with non-profit, government, and business agencies and locate training opportunities in the church building.

Heritage Heights may look on the church as a gathering place for all ages. Churches may provide coffee houses, internet cafes, and other kinds of drop-in facilities for adults and older youth, and recreational activities for children. The church tends to function as a community center with programs seven days a week. These might especially include Christian day care, after school care, tutoring, and parenting support; and also legal aid, financial aid, and housing information.

Many churches provide distribution centers for food, winter clothing, used work boots, kitchen appliances, etc. People in the community are often very concerned about health issues. Churches often provide clinics, vaccination centers, and Parish Nurse Programs, and often partner with addiction recovery groups that use the building. People in this segment tend to be apolitical. They are less likely to advocate a cause or become active in a social protest, but can respond passionately to urgent issues.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

What outreach categories does your church emphasize now?

What outreach categories would be more relevant to this lifestyle segment?

What outreach priorities and tactics should change for the church to bless this segment?

Facility Preferences

Resource: See, Know, and Serve by Thomas Bandy (Abingdon Press)

PROPERTY		TECHNOLOGY		SYMBOLISM	
x	Ecclesiastical	x	Modern	x	Classic Christendom
	Utilitarian		Postmodern		Contemporary Post–Christendom

Heritage Heights expects a church to look like a church. In these older urban neighborhoods, the church is often 20th century construction or earlier, with steeples or towers, pointed brick or stone, and pews, center aisles, altars, and chancels. The symbols are classic images of Biblical events, church festivals, saints, and doctrine. The Stations of the Cross are prominent in Roman Catholic churches and well used. The style may reflect the preferences of the country of origin, or more contemporary designs.

Although *Heritage Heights* are often early adopters for technology, their churches are rarely high tech. They rely on older audio systems, and furnishings tend to be well used. Church buildings tend to be in a chronic need of fresh paint and repair, but they keep up with major maintenance and safety codes. They do pay special attention to security, particularly around classrooms and nursery.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

What renovations and/or upgrades need to be made in our church facility?

What symbols of faith would be most relevant to this lifestyle segment?

If we started another site of ministry for this segment, how should we design it?

Financial Preferences

Resource: See, Know, and Serve by Thomas Bandy (Abingdon Press)

GIVING TARGET		GIVING METHOD	
x	Unified Budgets and General Funds		Informed Philanthropy & Pledging
	Designated Programs & Mission Projects	x	Lifestyle Coaching & Family Financial Planning

Experian suggests that *Heritage Heights* have low incomes and few investments, and little insurance. They try to shop locally and rely on cash. It is often difficult to make ends meet. This may make it difficult to participate in a traditional church stewardship campaign. They trust the church with money for a unified budget. They often prefer a simpler “narrative budget” that explains where church funds go, rather than a more complex “line budget” that explains how church funds are divided. If they pledge, they will likely make conservative pledges, and “walk a second mile” to give additional money to urgent missions as they feel motivated. They are not likely to amass large reserve funds (unless these come from sale of property, air rights, or extraordinary bequests.) They will avoid capital campaigns unless absolutely necessary.

People in this segment may feel financially insecure, or may not have much experience in managing money or planning a financial future. They will respond to a church that offers solid financial advice to develop an overall personal financial plan based on Christian values and generosity, but which also helps them get out of debt, develop some investments, and establish good credit. *Heritage Heights* have taken, and will take, personal risks. They may be willing to invest money, time and energy in co-ops for food, housing, child care, and other practical missions.

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

What options in giving methods and giving targets do we offer now?

How do we design our annual stewardship campaign(s) now?

How should we revise our financial strategy to be more relevant to this segment?

Communication

Resource: Mosaic E–Handbook by Experian

CONTEMPORARY PUBLIC COMMUNICATION					TRADITIONAL CHURCH COMMUNICATION						
	Direct Mail Receptive	x	Mobile Telephone	x	Online Computer		Newspaper		Corded Telephone	x	Verbal Announcements
x	Email Receptive		Broadcast Cable TV		Internet Radio		Print	x	AM/FM Radio		Personal Visits

Email and word of mouth are probably the best ways to communicate with *Heritage Heights*. They usually pay attention to verbal announcements in worship, large and small gatherings, and pass on information by phone and conversation to others. Posters in local shops, bars, restaurants, health centers, sports arenas, and bus stops are helpful, although these people may be unresponsive to advertising in general. Printed information from the church can be helpful, but keep the information in short bursts rather than long messages ... and use images or graphics to speed interpretation.

Despite low incomes, they are early adopters for technology and pay attention to email. *Heritage Heights* are more likely to listen to the radio than watch TV. Churches can broadcast worship services or make community announcements; and denominationally funded advertising on major networks can also be effective (particularly emphasizing social services and outreach ministries).

Note: See the list of definitions at the end of this report to explain key terminology.

Discussion Questions:

How do we communicate among church participants now?

How do we communicate beyond our church to the community now?

How should we adapt communication strategies to be more effective for this segment?

IMPORTANT DEFINITIONS

POTENTIAL INFLUENCE

Lifestyle Compatibility	Daily behavioral habits overlap with common activities and similar priorities
Family Group	Grouping by key demographic factors like age, income, culture, family status, etc.
Frequent Neighbors	Often live near each other with shared recreational, health, or emergency services

LEADERSHIP

Constant Leaders	Traditional clergy focused on sustaining ministries & increasing members
Organic Leaders	Innovative leaders focused on church growth, new starts & multiplying followers
Extreme Leaders	Non-Institutional leaders focused on spiritual disciplines, high accountability, and pursuing perfection
Caregiver	Focus on visitation, counseling, pastoral prayer
Enabler	Focus on facilitating meetings, lay empowerment, mediation, liturgy
CEO	Focus on staff development, administration, fund raising, expository preaching
Discipler	Focus on seeker sensitivity, adult faith formation, guidance for Christian living
Guru	Focus on religious insight, holistic personal growth, spirituality, enlightenment
Visionary	Focus on big picture, major social change, motivational speaking
Mentor	Focus on self-awareness, individual meaning and purpose, vocational clarity
Pilgrim	Focus on cross-cultural sensitivity, inter-religious dialogue, strict spiritual discipline

HOSPITALITY

The Basics	Friendly untrained greeters, basic coffee and creamer, packaged food or sugary snacks
Multiple Choices	Trained greeters, multiple serving stations, great coffee, varieties of food
Healthy Choices	Trained greeters mirroring lifestyle diversity, healthy food options, allergen alerts
Take-Out	Coffee-to-go, bagged food, exit door hospitality, text message and social media

EDUCATION

Curricular	Printed books or study guides. Passive, intellectual, classroom. Maturity measured by acquired knowledge
Experiential	Activities. More music, images, movement, interaction. Maturity measured by behavior patterns, attitudes.
Biblical	Focuses on the Old and New Testaments. Maturity means Biblical literacy
Topical	Focuses on contemporary issues. Maturity means ethical integrity and enlightened behavior
Generational	Gathers people by age or grade in separate classrooms with age-appropriate resources.
Peer Group	Gathers people sharing affinities or common interests regardless of age.

SMALL GROUPS

Rotated Leaders	Participants take turns hosting and leading the group. Requires limited expertise and training.
Designated Leaders	Single leader guides the group from start to finish. Requires significant maturity and training.
Curriculum	Focus on a book, workbook, or structured program to guide structured discussion
Affinity	Focus on shared interest, enthusiasm, or activity to inspire informal discussion.

IMPORTANT DEFINITIONS (cont.)

WORSHIP

Educational	Consistent liturgy, expository preaching, focus on doctrine, ethics, and history
Inspirational	Uplifting music, motivational speaking, focus on joy, optimism, and encouragement
Transformational	Spontaneous, expectant, personal transformations, Higher Power interventions
Coaching	Informal, dialogical, topical, practical coaching on how to live better & faithfully
Caregiving	Slow, meditative, family–feel with pastoral prayer, children’s time, senior celebrations
Healing	Quiet, prayerful, expectant of physical, mental, relational healing and hope
Mission–Connectional	Unity of action/reflection, all about outreach, volunteer empowerment

OUTREACH

Survival	Basic needs for food, shelter, clothing, jobs, basic health care
Recovery	Addiction intervention, 12 step support, and counseling services
Health	Mental and physical fitness, disease prevention, rehabilitation, therapy
Quality of Life	Social wellbeing, neighborhood safety, environment, immigration, peacemaking
Human Potential	Personal/vocational fulfillment, education, career help, human rights advocacy
Interpersonal	Intimacy, sexuality, family & marriage counseling, healthy friendships
Human Destiny	Repentance, conversion, witnessing, alignment with God’s purposes

FACILITIES

Ecclesiastical	Facility must “look like a church” with traditional architecture and furnishings
Utilitarian	Facility must be “user–friendly” and multi–purpose for public use
Christendom	Indoor/outdoor symbols associated with church history or denominational identity
Contemporary	Indoor/outdoor symbols from nature, indigenous cultures, alternative spiritualities
Modern	Technology primarily enhances print and oral communication
Postmodern	Technology primarily enhances multi–sensory interaction, internet, social media

FINANCES

Unified Budgets	Stability first. Give to a single general fund to pay staff and manage overhead costs
Designated Giving	Effectiveness first. Give to specific funds or causes by personal preference
Informed Philanthropy	Informed, independent, confidential financial commitments for a tax benefit
Lifestyle Coaching	Individual & household coaching for Christian family financial management

COMMUNICATION

Direct Mail Receptive	Pay attention to mass mailings to postal addresses.
Email Receptive	Pay attention to information delivered digitally to personal email addresses.
Mobile Telephone	Regularly rely on cell phones and smart phones for calling, texting, surfing, banking etc.
Broadcast Cable TV	Regularly rely on cable television for news, advertising, and entertainment.
Online Computer	Regularly go online by personal computer to surf websites, shop, bank, and use other services.
Internet Radio	Regularly subscribe to internet services for music, sports, and topical discussions.
Newspaper	Pay attention to printed newspapers for updates about church news or local, national, global events.
Print	Pay attention to printed church newsletters, bulletin inserts, brochures, and other handouts.
Corded Telephone	Regularly use ordinary telephones to communicate from home.
AM/FM Radio	Regularly use traditional radio to listen to music, commercials, and talk.
Verbal Announcements	Always rely on verbal announcements from the pulpit about church events or items of interest.
Personal Visits	Always expect personal visits at home by a representative of the church to share information.